



DEPARTMENT OF THE ARMY HEADQUARTERS, UNITED STATES ARMY CADET

COMMANDFORT MONROE, VIRGINIA 23651-1052 REPLY TO  
ATTENTION OF

**MEMORANDUM OF AGREEMENT  
BETWEEN  
U.S. ARMY RECRUITING COMMAND  
AND  
U.S. ARMY CADET COMMAND**

**SUBJECT: Recruiting Coordination**

**1. References. See Enclosure 1**

**2. Purpose. The purpose of this Memorandum of Agreement (MOA) is to expand the mutual support that exists between the U.S. Army Recruiting Command (USAREC) and U.S. Army Cadet Command. Both commands have the opportunity to improve recruiting efforts by sharing expertise and resources. The objective is to specify actions at the major command and subordinate unit level to achieve this opportunity.**

**3. Scope. This understanding covers the coordinated recruiting effort between USAREC and Cadet Command. The provisions of this understanding are applicable to all staff sections and subordinate elements of both commands, and will be applied to all civilian contract recruiters as well.**

**4. Authority. This document will remain in effect from the date of signing until superseded, rescinded, or modified by agreement of both parties. The Commander, U.S. Army Cadet Command or Commander, U.S. Army Recruiting Command (USAREC) may terminate this agreement upon serving written notice to the other party. The effective date of the termination shall be at the completion of the school year of the termination notice unless termination is otherwise required by extreme circumstances.**

**5. Responsibilities.**

**a. Headquarters (HQ) USAREC will:**

**(1) Conduct an initial planning meeting within 30 days from the effective date of the MOA. Additionally USAREC will host a semi-annual planning meeting to coordinate areas of mutual concern: advertising, prospect referral, university access, training, information management, market research, and lessons learned. The first semi-annual meeting will take**

place six to eight months from the effective date of the MOA and will be hosted by USAREC. Responsibility for subsequent planning meetings will alternate between commands.

(2) Develop and coordinate College Recruiting training programs to be taught at the Recruiting and Retention School.

(3) Conduct market research and share the data and conclusions as well as conduct joint market research studies.

(4) Ensure that Service Members Opportunity Colleges (SOC) coordinate with and provide ConAP information to Cadet Command. Concurrent Admissions Program (ConAP) information requirements are outlined in Enclosure 2.

(5) Conduct joint advertising efforts when appropriate. Maintain an updated list of recruiting publicity items (RPIs) that will be available at ROTC units. A list will be posted on the Command Information Web Page.

(6) Coordinate national educator and influence activities in coordination with Cadet Command. Promote ROTC at all educational association meetings.

(7) Track Cadet Command to USAREC referrals.

(a) Develop within 90 days a lead tracking system.

(b) Provide weekly disposition information to Cadet Command for analysis.

(8) Exchange information at all levels. USAREC provides its subordinate elements with the addresses and telephone numbers of ROTC regions, brigades, brigade recruiting officers, and cadet battalions on college campuses.

(9) Mission its recruiting force to provide a specific number of qualified referrals per quarter to Cadet Command.

(10) Take programming action to permit prospect information transfer between Cadet Command Information Management System (CCIMS) and Army Recruiting Information Support System (ARISS).

(11) Assume the primary mission for all high school recruiting to include ROTC. Cadet Command will assist as required. Provide information to Cadet Command, as needed, so that each SROTC Battalion has the recruiter responsible for each high school in the SROTC Battalion area. The intent is to apply a combined, coordinated, synergistic effort of all Army assets to market all components of the Army where possible.

(12) Establish, provide, and maintain a recruiting training program for Cadet Command Professors of Military Science (PMS), ROTC recruiting officers, ROTC brigade recruiting officers, and staff at the Recruiting and Retention School (RRS) in coordination with the RRS Commandant. USAREC has the primary responsibility to develop the

**curriculum based on the current model used to train USAREC commanders and staff, with consideration to the roles and functions unique to Cadet Command and the campus environment.**

**b. Headquarters Cadet Command, will:**

- (1) Conduct every other semi-annual planning meeting.**
- (2) Develop and coordinate internal cadre training programs to educate cadre on cooperative recruiting program opportunities.**
- (3) Conduct college market research and share the data and conclusions.**
- (4) Provide annual updates to the ROTC section of the Pocket Recruiter Guide.**
- (5) Provide USAREC and SOC with a current list of ROTC institutions and partnership schools.**
- (6) Conduct joint advertising efforts when appropriate.**
- (7) Track USAREC to Cadet Command referrals and provide this information to USAREC for analysis. Provide USAREC enrollment data for referrals that become enrolled in a ROTC class within 30 days of the end of each school quarter/semester.**
- (8) Exchange information at all levels. Headquarters, Cadet Command will provide regions with the names, addresses and telephone numbers of USAREC brigades, battalions and companies.**
- (9) Cadet Command will provide staff and faculty for the instruction and curriculum development to instruct recruiters on the college market and SROTC program at the RRS in coordination with the RRS Commandant.**
- (10) Assist in the development of the curriculum for a recruiting training program for Cadet Command PMS, ROTC recruiting officer, brigade recruiting officer, and staff at the RRS.**
- (11) Take programming action to permit prospect information transfer between CCIMS and ARISS.**

**c. On Campus Recruiting (OCR) guidelines are covered in Enclosure 3 (On-Campus Recruiting Program).**

**d. The AMEDD recruiting guidelines are covered in Enclosure 4 (AMEDD).**

**e. Recruiting brigades will**

- (1) Facilitate the execution of the MOA.**

**(2) Ensure a comprehensive evaluation of all 4-year colleges, community colleges, and post secondary vocational-technical schools within each battalion area of operations takes place prior to each battalion's Recruiting Market Analysis (RMA) "working week". Each battalion will develop a college penetration plan which at a minimum addresses the market strategy for each of their post secondary schools. The strategy for each school will include personnel, to include OCRs, and material resource requirements and how these resources will be used to effectively recruit on each campus. During the analysis process, battalions will contact the appropriate ROTC brigades and battalions to request their input and concurrence on placement of OCRs. Using the criteria in Enclosure 5, those colleges considered appropriate for OCR placement may then be assigned a station through their ZIP code or by splitting a ZIP code if the college does not have its own unique ZIP. From this point onward, the OCR station will be treated as any other. Battalion RMA packets will address the use of OCRs and will be forwarded to Programs Analysis and Evaluation (PAE) according to the RMA timeline guidance.**

**(a) Within 60 days of an approved RMA, battalions will forward their college penetration plan to their brigade for approval. Brigades will review and approve or disapprove BN plans within 30 Days of receipt.**

**(b) Coordination to establish Recruiting Station Identification Designator (RSID) will be done through Brigade Marketing to PAE, with a copy furnished to the Operations Division of Recruiting Operations (RO). Manning changes and station status changes will be forwarded through Brigade Marketing to the Operations Division of RO.**

**(c) Subsequent to the RMA brigades will establish or close OCR stations in accordance with the procedures in Enclosure 3.**

**f. Cadet Command regions/brigades will facilitate the execution of the MOA.**

**g. Recruiting battalions will:**

**(1) Host a semi-annual coordination and planning conference for all PMSs whose campuses reside within the battalion area.**

**(2) Invite representatives from appropriate ROTC Battalions to USAR Recruiting Partnership Council (RPC) meetings.**

**(3) Coordinate plans for joint advertising, marketing and recruiting (e.g., Total Army Involvement in Recruiting (TAIR) activities). Advertising resources, where appropriate, should be synchronized and shared at the local level. At least quarterly provide SROTC Battalions within the battalion area a long range (1 year) calendar to ensure shared use, when possible, of TAIR and RSB assets.**

**(4) Coordinate local educator and influence activities in coordination with ROTC battalions. Promote ROTC at all educational association meetings.**

**(5) Sponsor high school guidance counselor and college admissions meetings in coordination with ROTC battalions.**

**(6) Coordinate/schedule annual presentation for all ROTC students pertaining to USAR/SMP Program and other reserve officer-producing opportunities.**

**(7) Assist Cadet Command in gaining access to any high school that Cadet Command has a problem entering.**

**(8) Mail copy of USAREC Form 914-R-E, Army ROTC Referral Information, to appropriate PMS within 30 days of initial contact. If no college preference is given then mail it to the nearest PMS.**

**h. Cadet Command battalions will:**

**(1) Coordinate plans for joint advertising, marketing and recruiting (e.g., The Army Involvement in Recruiting (TAIR) activities). Advertising resources, where appropriate, should be synchronized and shared at the local level. At least quarterly provide to affiliated Recruiting Company and Battalion a long-range (1-year) calendar to ensure shared use, when possible, of TAIR assets.**

**(2) Support the annual presentation for all ROTC students pertaining to USAR/SMP Program and other reserve officer-producing opportunities.**

**(3) Coordinate all high school visits by ROTC cadre with the responsible recruiting station, unless the SROTC element is conducting an inspection/assistance visit of a High School JROTC program.**

**(4) Send a representative to Recruiting Battalion USAR Recruiting Partnership Council (RPC) meetings and quarterly planning and coordination meetings.**

**(5) Assist USAREC recruiters in gaining access to any high school that USAREC has a problem entering.**

**(6) Refer disenrolling cadets who are withdrawing from school (but not transferring to another ROTC unit) and interested students, college or high school, that contact ROTC about enlistment opportunities to the closest USAREC recruiting station, if not an OCR school within two working days. If an OCR school and student is on the college campus, the OCR works the contract. If an OCR, but student is not on the college campus, local station recruiter is contacted within two working days. All contacts will include necessary contact information (name, address, phone number).**

**(7) Encourage host college to join SOC and participate in ConAP.**

**(8) Assist USAREC recruiters in obtaining student recruiting information from post-secondary institutions. Some universities are willing to release stop-out lists (lists of all**

students who are no longer attending the college). Cadet Command cadre will assist in obtaining these lists. Lists will be provided to local USAREC company commander.

(9) Provide the recruiter information on the college campus environment and assistance, as appropriate, on campus, to include providing the recruiter a quiet area to conduct recruiting interviews. This provides an area the recruiter can use for individual appointments in lieu of the campus coffee shop or park bench.

(10) Maintain a link to <http://www.goarmy.com> on the ROTC battalion web site.

(11) Display USAREC RPI in common areas of the battalion.

**i. Recruiting companies will:**

(1) Coordinate all recruiter visits on Army SROTC campuses with the PMS staff. This will be accomplished telephonically or in person.

(2) Pass ROTC referrals by telephone or e-mail with base information (name, address, phone number) within two working days of initial contact to the appropriate PMS. If no school preference is available contact the nearest PMS. This will allow timely referrals and tracking of referral from initiating recruiter to enrollment of cadet. Follow up with USAREC Form 914-R-E, Army ROTC Referral Information

(3) Display Cadet Command RPI in common areas of recruiting stations.

**j. Resources and Timelines:**

(1) Costs will be minimized by combining activities where possible without degrading recruiting effectiveness.

(2) Share on-campus logistical and operational assets when practical and appropriate (e.g. 15-passenger vans, office space, and on-campus community support). Cadet Command vehicles will not be used by contract recruiters.

(3) The USAREC battalions will include Cadet Command military personnel and their family members in the Army Well Being Network providing TRICARE, soldier and family assistance, and chaplain information and referral assistance when ROTC battalions are separated from military installations. USAREC will provide Cadet Command a listing of all Soldier and Family Assistance (SFA) offices in the command that can provide assistance. Cadet Command will inform USAREC of the units and the number of personnel to be serviced by each SFA.

(4) Requirement definitions and system change documentation for automated information exchange procedures and systems upgrades to accommodate referral tracking will be complete within 90 days of the signing of this document. The required system changes will be complete within 1 year of the signature date of this document unless otherwise agreed upon by both commands.

---

**DENNIS D. CAVIN**  
**Major General, USA**  
**Commanding General**  
**U.S. Army Recruiting Command**

---

(date)

---

**JOHN T.D. CASEY**  
**Major General, USA**  
**Commanding General**  
**U.S. Army Cadet Command**

---

(date)